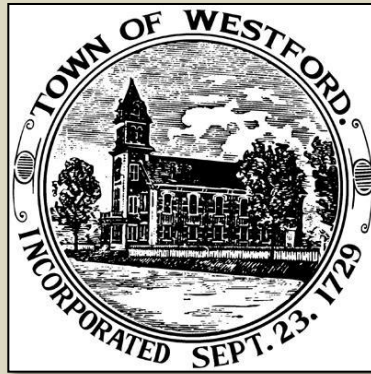


TOWN OF WESTFORD

State of the Town Fiscal Year 2016

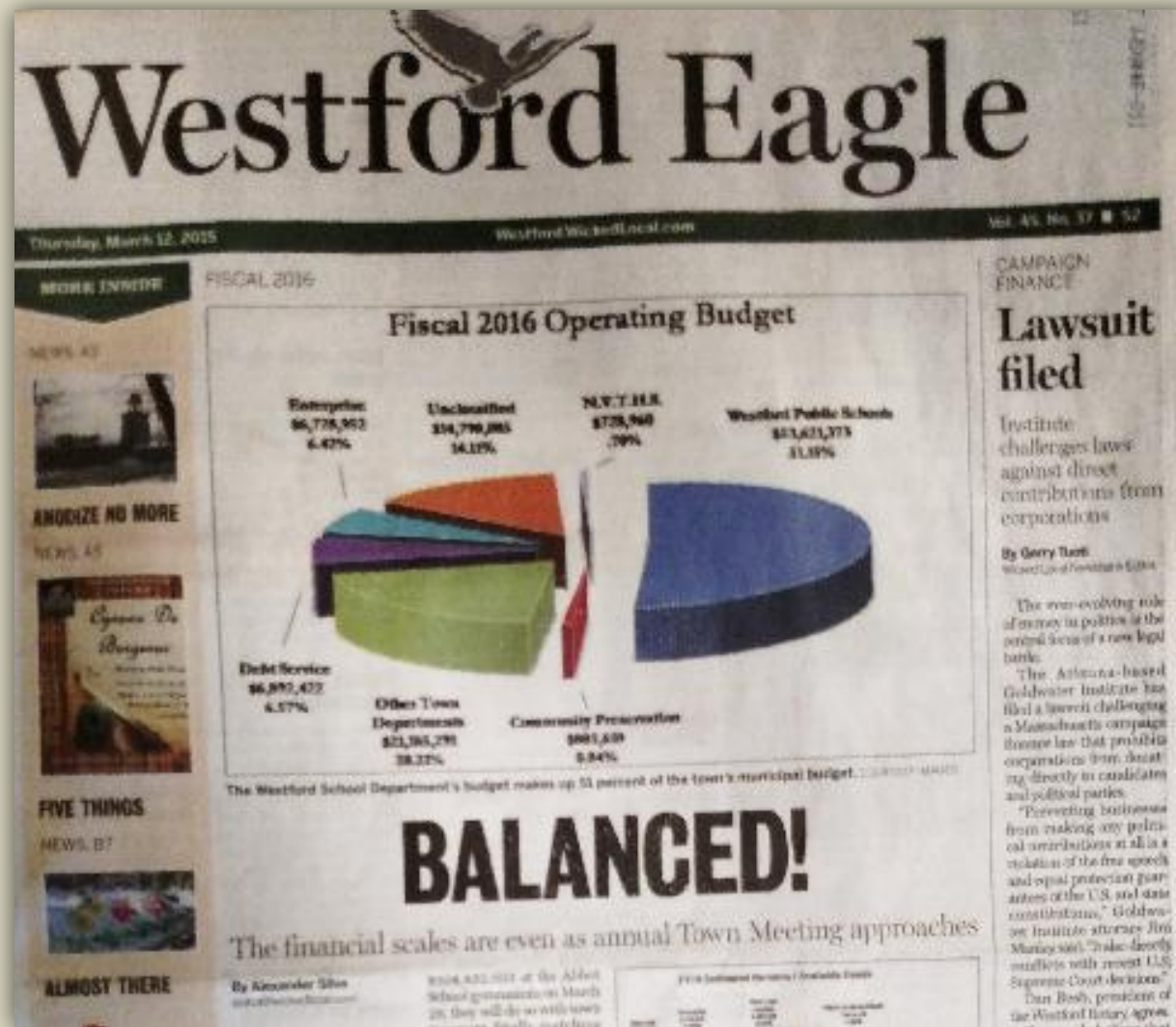


Jodi Ross

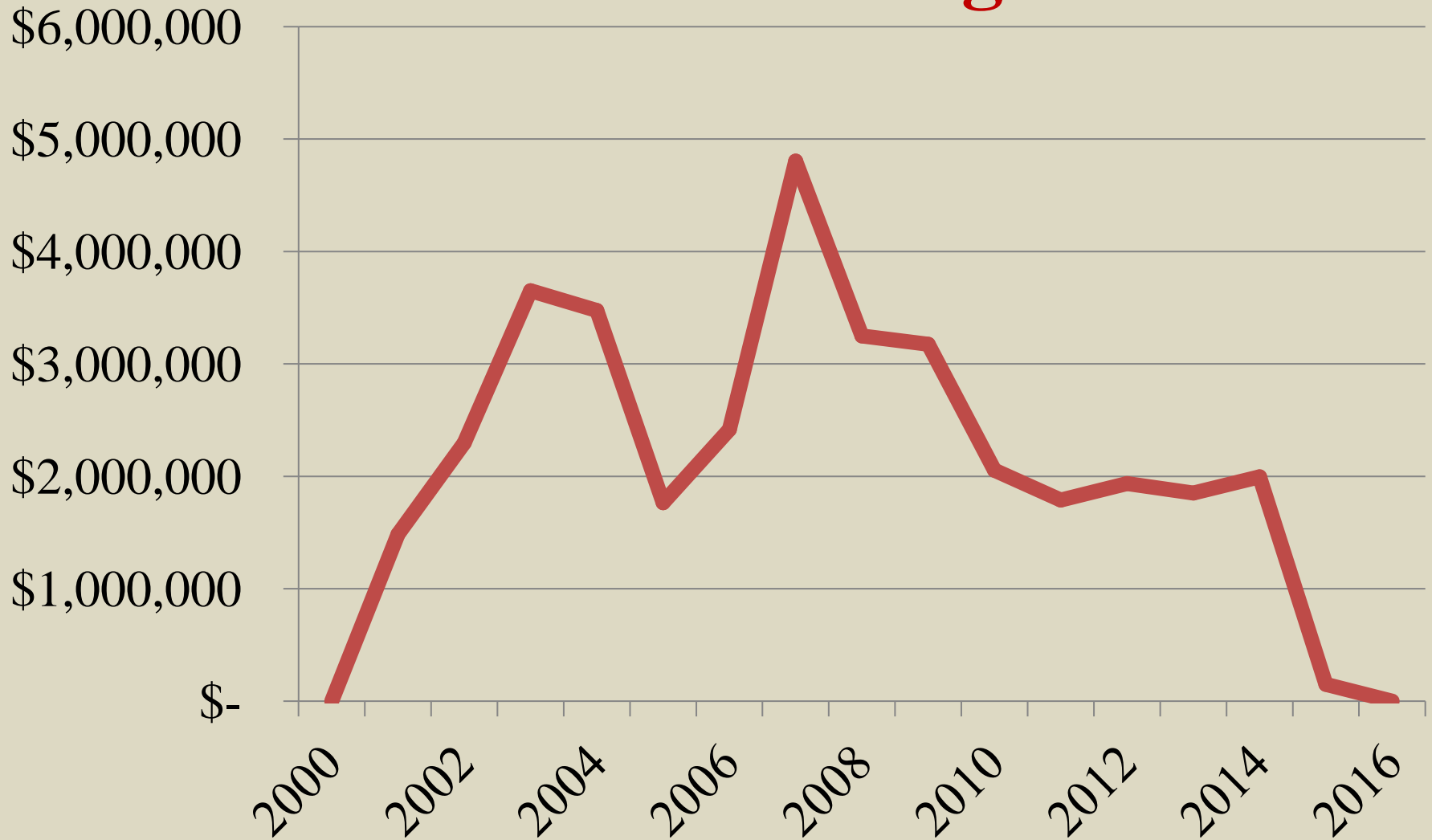
Town Manager

March 28, 2015 Annual Town Meeting

FY16 is first balanced budget since 2000!



History of Reserves Applied to Balance the Budget



Financial Accomplishments

- Became a AAA rated community by S&P
 - Strong budgetary performance
 - Stable and consistent revenue
 - Strong management environment
 - Good financial management policies and practices
 - Low debt as a % of market value
 - Commitment to invest in capital and infrastructure
- Developed formal OPEB funding policy
- Funding capital through Free Cash

Commitment to Pursue Grants



- Seeking \$1.3M FEMA reimbursement for winter storms – total spent \$1.7M
- MSBA Award of \$1.55M for Norman E. Day School and Colonel John Robinson School projects
- DOER Green Communities for energy efficiency projects \$156,025
- Emergency Preparedness (with MRC) \$109,000

Commitment to Pursue Grants

- SWMI Grant for water conservation projects \$78K
- MPPF for museum rehabilitation \$70K
- MIIA for risk management \$61K
- Mass Board of Library Commission for expansion feasibility study \$50K
- Circle Health Grant for resident/employee wellness programs \$50K
- Emerson Hospital for dental & shingles programs \$10K
- EMPG \$9K for fire equipment



Poster by Robyn Bryce Abbot School

FY15 Highlights

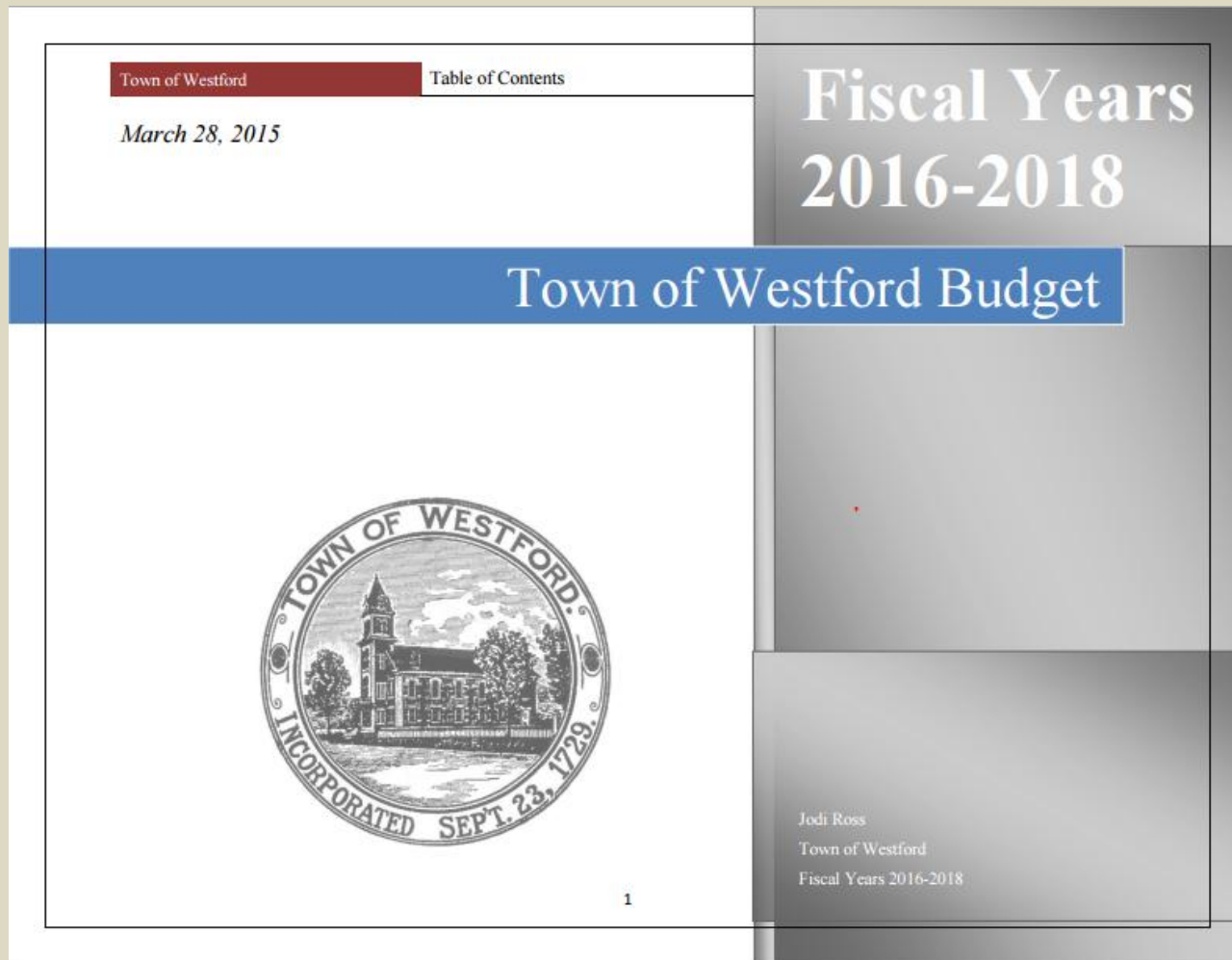
- Town-wide facilities assessment completed and prioritized
- Conducted feasibility study to replace center fire station
- Established plan to improve care of municipal land, parks and monuments
- Entered Inter-municipal agreement for Phase II of BFRT
- Veteran Housing (5 apts) opened: 173 Carlisle Road
- Held Forum: Preventing Conflicts with Black Bears



FY15 Revenues

- \$1.8M in New Growth
- Local Options Excise projected at \$1.17M
 - Hotel Excise above projections by \$16K
 - Meals Excise above projections by \$11K
 - State Aid increased by \$200,604 to \$20,330,882
- Community Preservation Act state contribution decreased 37% from \$818,612 in FY14 to \$514,377
- Motor Vehicle Excise above projections by \$200K (\$3.55M total)
- Licenses and Permit fees are below projections by \$69K (\$1.11M total)

Recommend FY16 Budget



FY16 Budget Highlights

- Total cash reserves \$6.1M [6.2%]
- Westford Public Schools +4.41% – additional \$2.27M
- Other town departments +3.18% – additional \$670K
- Requesting \$17.2M in capital investments in buildings, infrastructure and equipment
- Recycling budget increased by \$150K to \$400K
- Police overtime increased by \$100K

FY16 Budget Highlights

- Increased OPEB appropriation from \$500K to \$712K
 - \$2.1M in contributions as of 7-1-15
- Refinanced Highway Garage debt exclusion – will save \$500K for tax payers over next 10 years
- Reduced health insurance budget by \$180K (health ins stabilization remains at \$500K)
- Reduced legal budget by \$50K
- Reduced veterans budget by \$20K
- N.V.T.H.S. assessment +0.99% to \$718,189

FY16 Energy Budget Highlights

- Net metering credits projected to save more than \$450K in electricity costs
- Enter electricity supply contract for \$160K cost avoidance
- Enter natural gas supply contract for \$94k cost avoidance
- Adjusted gasoline budgets to reflect market conditions
- Energy grants and incentives used for multiple energy efficiency projects (total value of \$230K) at no cost for projected annual savings of \$54K
 - Seeking additional \$250K for energy projects this year

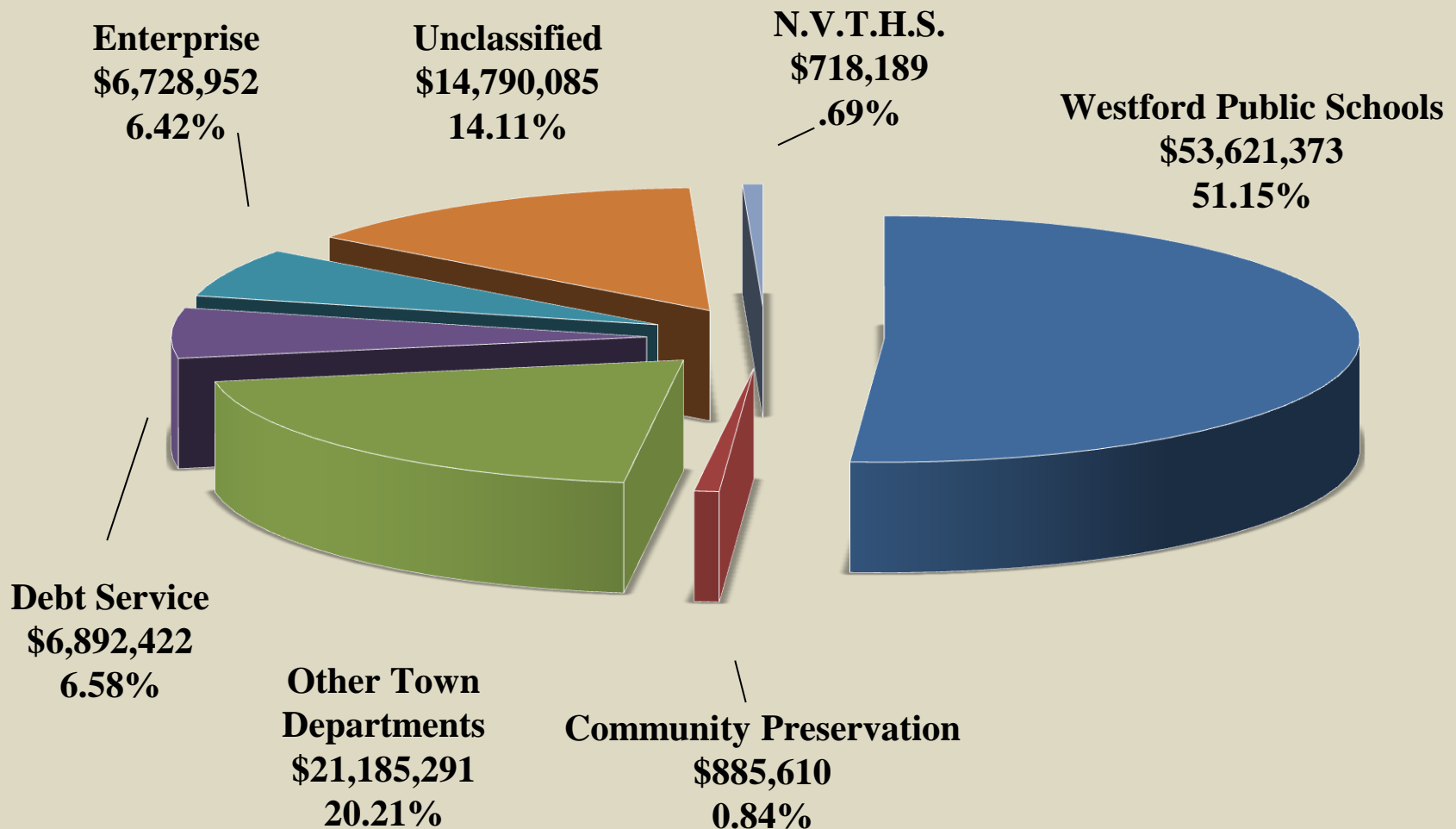
FY16 Budget Recommendations

- Maintenance and care of East Boston Camps transferred to the Recreation Department
- Two additional full time Parks & Grounds/Highway workers
- Creation of Deputy Fire Chief position (promotion from within – does not increase number of staff)
- Overall tax impact 2.37%

FY16 Expenditures

Westford Public Schools	\$53,621,373
Community Preservation	885,610
Other Town Departments	21,185,291
Debt Service	6,892,422
Enterprise	6,728,952
Unclassified	14,790,085
N.V.T.H.S.	718,189
Other Amounts to be Raised	7,404,693
Total	\$112,226,615

FY16 Operating Budget



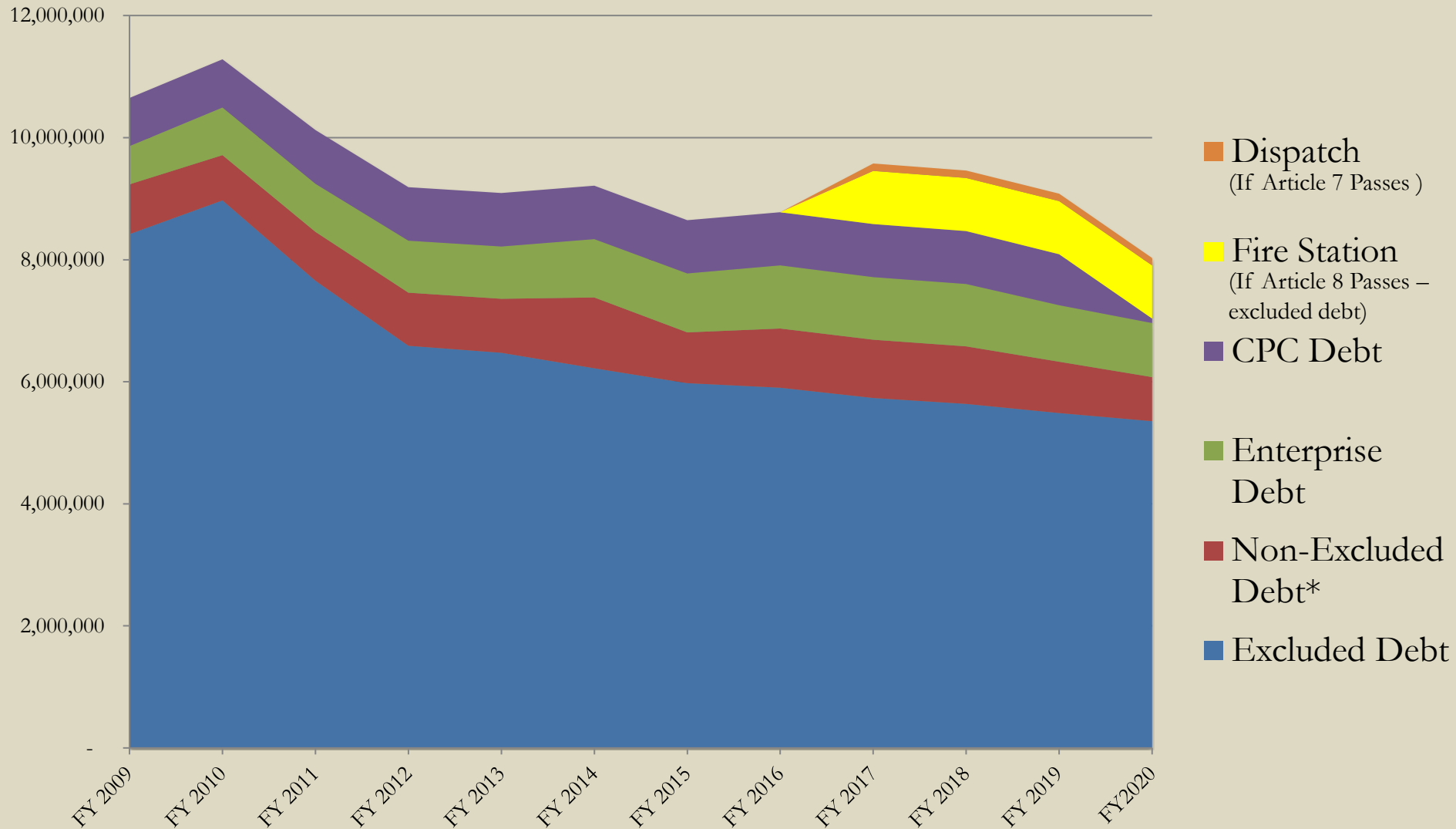
Capital Appropriations

From Free Cash	2,466,641
Reappropriated Capital Projects	413,959
Bonding - Excluded (Fire Station)	11,772,200
Free Cash Contingent Upon Debt Excl.	1,000,000 *
Bonding - Non Excluded (Dispatch)	1,029,000
Ambulance Ent. Retained Earnings	340,000 *
Water Ent. Retained Earnings	176,000
Total	<u>17,197,800</u> *

*If Article 7 (dispatch) fails, Article 8 (fire station) increases to \$12,493,550 (contingent upon ballot vote) for a revised total of \$16,890,150.

Balance in Capital Stabilization = \$1,133,000.

Debt Service



Health Insurance

- Health Insurance Stabilization fund balance remains at \$500,000
- Budgeting for an 8% rate increase for FY16
- Renewal with Blue Cross Blue Shield in Nov. 2014
 - 5.1% increase HMO & PPO plans
 - 4.1% increase for Medicare supplemental plans
- FY15 Enrollment: 1,024 (58% of employees)
- FY14 Budget: \$9,500,000
- FY15 Budget: \$9,320,000

Other Post Employment Benefits

- Developed formal funding policies for OPEB obligations
- Town/Schools OPEB funding:
 - FYs12-14: \$200,000
 - FY15: \$1,200,000 (\$700,000 from Water Ent.)
 - FY16: \$712,425
 - Total: \$2,112,425
- Water Enterprise fully funded Water Department OPEB obligation with \$700,000 in FY15 – fund annually after (Article 16)

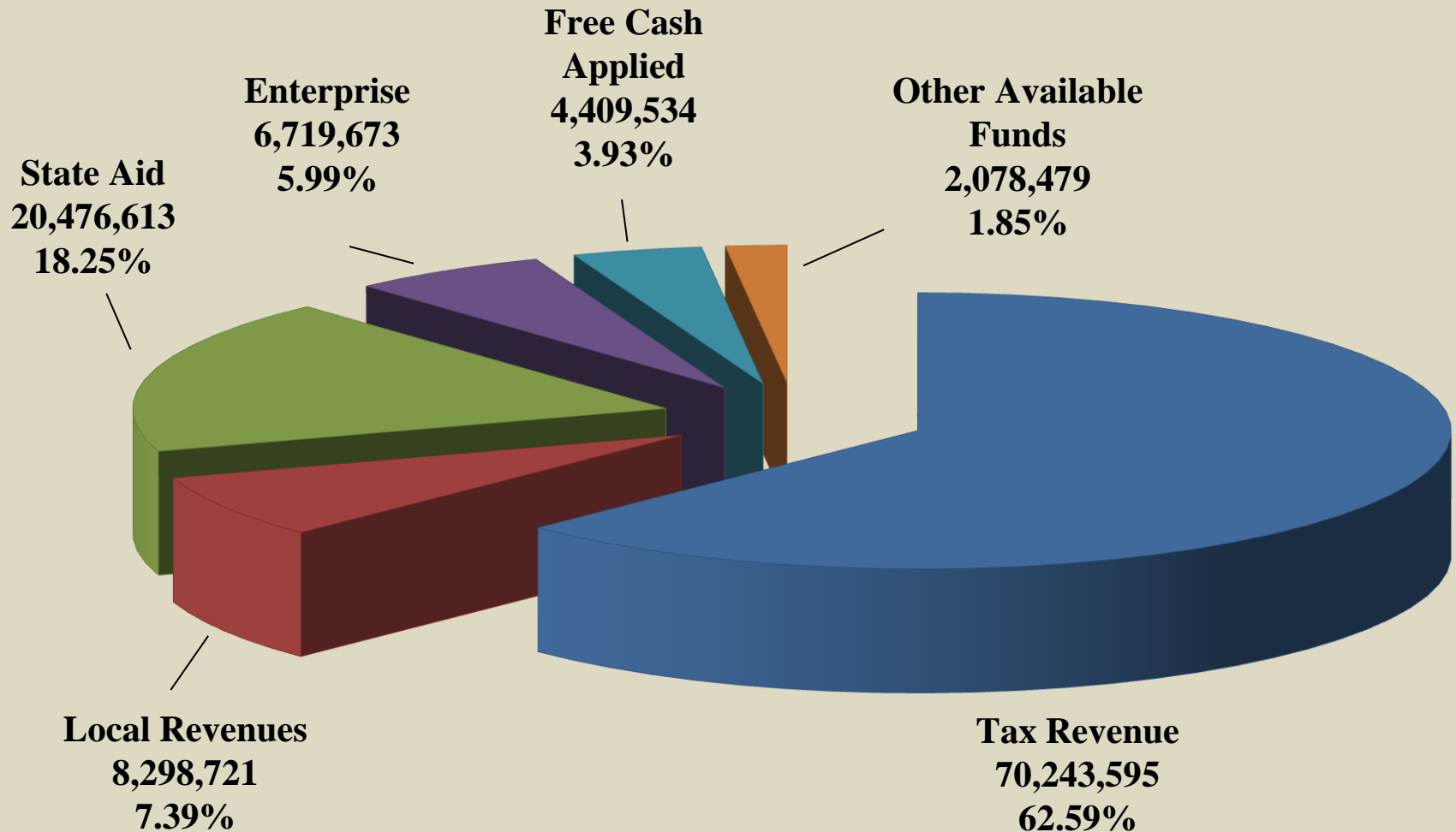
FY 2016 Projected Revenue

- Local Revenue estimated 2.74% increase
- New Growth \$1M
- Ambulance Enterprise revenue \$750K
- State Aid in Governor's Budget + .72% by \$145,731 for a total of \$20,476,613
- Projected \$1,172,000 in hotels and meals excise taxes
- Motor Vehicle Excise projected to increase by \$200K to \$3.55M
 - 600 additional excise motor vehicle bills were sent in FY15

FY16 Projected Revenue

Tax Revenue	\$70,243,595
Local Revenue	8,298,721
State Aid	20,476,613
Enterprise Revenue	6,719,673
Reserves Applied	0
Other Available Funds	2,078,479
Appropriations from Free Cash	4,409,534
Total	\$112,226,615

FY 2016 Projected Revenue



Economic Development



- Joined Middlesex 3 Coalition
- Joined 495 MetroWest Partnership
- Economic Development Self-Assessment Tool underway
- Encouraged the establishment of Westford Business Association
- Hosting village meetings
- 12 North Main Task Force – historic mill clean up and redevelopment

Supporting Growth while Preserving Quality of Life (over past 5 yrs)

- 660 new residential units, 430K new sq ft commercial, 1,300+ new jobs
- \$10M modernization of transportation infrastructure with public and private funds (another \$5M over next 3 years)
- 187+ acres new conservation land
 - includes 44 acre Timberlake property
- 87+ acres new conservation restrictions
- 2 ½ miles of new sidewalks
- Healthy Lakes & Ponds Collaborative



Communication Efforts

- Monthly Town Manager Newsletter 1,778 subscribers
- Bi-weekly Town Manager report on WestfordCAT News
- AM 1630 radio station for emergencies and town info
- Email subscription services for multiple boards – more in near future
- Multiple Facebook & Twitter accounts

The screenshot shows the Town of Westford, Massachusetts, Town Manager's Newsletter for March 2015. The header includes the town name and logo. The main content is a letter from Jodi Ross, Town Manager, to the residents. The letter includes information about the Annual Town Meeting on Saturday, March 28, at 10:00 AM at the Abbot School. It also mentions the Parent Support Group meeting on April 14, 7-8 PM, and the Annual Town Election on Tuesday, May 5. The letter lists several articles for the meeting, including reports of Town Officers, Boards and Committees for FY14, and various budget items. The newsletter is available online at www.westfordma.gov. There is a 'Subscribe to Town News' button and a 'Watch Meetings Online' link. A badge on the left side of the newsletter reads 'WESTFORD, MASSACHUSETTS BEST PLACES TO LIVE IN AMERICA MONEY MAGAZINE, 2013 NO. 11'. The footer includes the website WWW.WESTFORDMA.GOV.



Future Fiscal Challenges

- Collective Bargaining Agreements
- Health insurance enrollment and premiums
- Retirement assessment
- Litigation
- Special education mandates
- Additional unfunded mandates
- Severe storms, town's response and recovery costs
- Infrastructure and facility repairs and maintenance
- 12 North Main Street clean up and redevelopment

Congratulations Westford!

- WPS ranked #1 by Nerdwallet.com as “Best School District for Your Buck in MA”
- WPS ranked #3 by Niche.com in Boston-metro area
- Ranked 20th safest city in America by ADT
- Police Department received 2014 Mothers Against Drunk Driving Award & 2015 Gold Award from AAA for outstanding achievements in traffic safety
- Police Officer Musick received Traffic Safety Hero Award

Congratulations Westford!

- Agricultural Commission won \$500 award for their *Let it Grow* “carrotoke” video
- Highway Superintendent Chip Barrett named 2014 American Public Works Association Member of the Year
- Our Highway Department for clearing 116.5” inches (or 9.7 feet of snow!
- We rescued the Lowell goat!



Thank You Westford!

Thank you to our board members, department heads, employees, volunteers, and all of our residents for your creativity, collaboration, countless contributions, and most of all, your unwavering commitment to our community.